

# **Integrated Logistics Capabilities (ILC) Program**



## **Consolidate Supply Functions (CSF) at the Intermediate (Retail) Level Project Management Plan**

**30 November 2000**

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## **Program Management Approval**

Submitted: \_\_\_\_\_

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Reviewed: \_\_\_\_\_

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## **Section 1 – Introduction/Overview**

The Integrated Logistics Capabilities (ILC) Case Study provides a structured, disciplined, and focused approach to baseline the major logistics processes in the Marine Corps. The Consolidate Supply Functions (CSF) at the Intermediate (Retail) Level Project Management Plan (PMP) identifies the planning and implementation strategy for this project, the third recommendation from the ILC Business Case Study.

There are two phases to the ILC CSF project. The first phase concentrates on the consolidation of intermediate/retail supply functions of the Supported Activities Supply System (SASSY) Management Unit (SMU) and the Direct Support Stock Control (DSSC) of the Supporting Establishment (SE) into a single organization. The Initial Operating Capability (IOC) for this phase is during the third quarter Fiscal Year (FY) 2001. The second phase focuses on the transfer of Operating Force using unit's supply functions (less property control) to this new Operating Force intermediate/retail supply activity. IOC for that phase will occur in FY 2002. Full Operational Capability (FOC) for both phases will occur approximately twelve months following IOC of the second phase. FOC for both phases includes the documentation for reengineering processes, identification of enabling solutions, and plans to insert technology into the overall Marine Corps supply-chain management processes. Project completion is the submission of a Universal Needs Statement (UNS) into the Concept Based Requirements Process (CBRP) and the subsequent publishing of the Marine Corps Bulletin 5400. Appendix A contains the initial timelines for this project.

## **Section 2 – Mission and Objectives**

The purpose of this plan is to provide general guidance and timelines for the CSF team to develop Courses Of Action (COAs) for the two phase IOCs and FOC. The consolidation includes, but is not limited to, providing one central supply activity within the Operating Forces for intermediate support while also reducing the supply burden on the Operating Force using units by moving selected functions to this new intermediate/retail level activity. The Integrated Logistics Capability Center (ILCC) within the Deputy Commandant for Installations and Logistics (DC I&L) Department will provide oversight throughout the planning, implementation, and institutionalization of this and other ILC Business Case Study recommendations. Additionally, the ILCC has the responsibility to identify potential best business practices, internal and external to the Marine Corps, for analysis, testing and implementation across the Marine Corps enterprise. The ILCC uses the following project management approach to facilitate this oversight role.

1. Provide oversight of project from planning through FOC.
2. Identify and assist single process owner responsible for IOC.
3. Establish performance metrics and update business case financial assumptions.
4. Identify and consolidate all data necessary to process this concept through the Marine Corps CBRP.
5. Provide project support as required by the single process owner.

## **Section 3 – Applicable Documents**

- (a) MARCORMATCOM Integrated Logistics Capability, Case Study & Appendices, 03/04/99
- (b) Integrated Logistic Capability Business Plan

- (c) Department Of Defense (DOD) 4140.1-R (Super Regulations, Requirements Determination, Provisioning, and Stock Management).
- (d) Marine Corps Order P4400.82F (Controlled Items Manual)
- (e) MCO P4400.16G Uniform Material Movement and Issue Priority System (UMMIPS)
- (f) Marine Corps Order P4400.150
- (g) Marine Corps Order P4400.151
- (h) Users Manual 4400-123.
- (i) CMC Washington DC (MCCDC) DTG 151600Z Nov 00 (MARADMIN 557/00) (Implementation of the Universal Needs Statement)

## **Section 4 – Work Scope**

### **4.1 KEY APPROACHES/STRATEGIES, ASSUMPTIONS, REQUIREMENTS AND PROGRAM DELIVERABLES/END PRODUCTS**

#### **4.1.1 Key Approaches/Strategies**

ILCC approaches project management through centralized planning and decentralized execution. This PMP identifies the process and documentation for the initial planning process and for the CBRP interface. The PMP is a living document, and will undergo a series of revisions and approvals as the project progresses. Project completion under this PMP occurs following the submission of this concept into the CBRP.

The PMP Working Integrated Process Team (WIPT) is an Action Officer (AO) level group. Subject Matter Experts (SMEs) participation from across the Marine Corps is required to make up the CSF WIPT. Project issues to be addressed by members of other organizations will be announced in time for them to participate and provide input. Appendix B contains an initial draft CSF WIPT Charter.

From the ILCC perspective there are three steps for the implementation of both supply consolidation phases of this project. The three steps are concept development, operational assessment/concept refinement, and concept validation in the CBRP. During concept development of the first phase, the ILCC works in conjunction with the WIPT to develop/revise the PMP, Plan of Action and Milestones (POA&M), and possible COAs for approval by the ILC Executive Steering Committee (ESC). The COAs and associated POA&M will identify the roles and responsibilities and define the requirements necessary to complete consolidation of those selected intermediate supply-chain functions within the Operating Forces, as well as those selected supply functions that can be migrated from the using unit level to the new intermediate/retail level activity. The operational assessment and concept refinement steps will occur during the implementation of each phase and as a result of subsequent revisions to the PMP, POA&M, and COAs. Appendix C contains a copy of the initial CSF WIPT POA&M while Appendix D contains an initial CSF project budget.

The process model chosen to help develop the “AS IS” and “TO BE” models for the CSF project is the Supply-Chain Operations Reference (SCOR) model. This model is a product of the Supply-Chain Council (SCC), which is an independent, not-for-profit, conglomeration of global corporations with membership open to all companies and organizations interested in applying and advancing the state-of-the-art in supply-chain management systems and practices. The SCOR model was recommended for utilization as part of the ILC Business Case Study because it integrates the well-known concepts of business process reengineering, benchmarking, and process measurement into a cross-functional framework. The primary use for SCOR will be to describe,

measure, and evaluate supply-chain functions within the Marine Corps. Utilization of the SCOR model will provide the following:

- Standard descriptions of management processes
- A framework of relationships among the standard processes
- Standard metrics to evaluate process performance
- Management practices that produce best-class performance
- Standard alignment to software features and functionality.

The SCOR model spans all customer interactions, from order entry through paid receipt, including all physical materiel transactions from the supplier's supplier to the customer's customer. The SCOR model is founded on four distinct management processes called: Plan, Source, Make, and Deliver.

- Plan – processes that balance aggregate demand and supply to develop a course of action which best meets the established business rules.
- Source – processes that procure goods and services to meet planned or actual demand.
- Make – processes that transform goods to a finished state to meet planned or actual demand.
- Deliver – processes that provide finished goods and services to meet planned or actual demand, typically including order management, transportation management, and distribution management.

Another commercial supply-chain management model that will be utilized during the CSF project is the Quadrant Model. Like the SCOR model, this model was also recommended in the ILC Business Case Study. The Quadrant Model is based on an inventory management tool developed by the Pennsylvania State University (PSU) Center for Logistics Research. The fundamental use of the tool is to assist a supply-chain manager in categorizing inventory by its uniqueness and its value. Today, the Marine Corps manages its inventory as if it was all critical. Use of the Quadrant Model would allow the Marine Corp supply-chain managers to more effectively manage its inventories by managing truly critical inventory intensely, managing routine inventory by laissez faire, and managing leveraged and bottleneck inventory by exception.

#### **4.1.2 Assumptions**

There are several assumptions relative to this project:

- (1) The documentation from the ILC Business Case Study provides adequate operational and business logic to develop the consolidation of selected supply chain management functions within the Operating Forces to the intermediate/retail level.
- (2) The definition of IOC for both phases, for the purposes of this project, is the initiation of the planning and actions necessary for selected supply-consolidation functions to occur at the intermediate/retail supply level from both the SE (DSSC) and Operating force using unit levels.
- (3) The definition of FOC is worldwide consolidation of selected supply functions at the Operating Force intermediate/retail supply level as well as the migration of selected supply-chain management functions from the using unit to the intermediate/retail level.

- (4) The worldwide consolidation of the selected supply-chain functions is dependent on the development of new Information Technology (IT). This includes the development of a viable “front end” system.
- (5) The worldwide consolidation of selected supply-chain management functions at the intermediate/retail level will require the transferring of some organizational structure within the Operating Forces.

#### **4.1.3 Requirements**

To validate this concept of consolidating selected supply-chain functions within the Operating Forces, following requirements must be adequately addressed:

1. Maintain or improve readiness within the Operating Forces.
2. Gain total asset visibility.
3. Assess and identify the risks associated to increasing the use of materiel distribution and transportation channels in order to achieve a reduction in inventory footprint.
4. Develop a plan for real-time distributed information management.
5. Identify the requirements necessary to centralize financial management.
6. Identify performance metrics that have application to the entire enterprise supply chain.
7. Identify enabling solutions.

#### **4.1.4 Project Deliverables**

The project deliverable is a UNS that has been validated via the CBRP. The UNS begins the approval process of the ILC concept in the CBRP and project completion will occur once that process is completed. Appendix E contains basic information concerning the CBRP; however, while this information is the most current, it is still undergoing further revision. Once the CBRP is formalized and the UNS format published, the necessary corrections will be incorporated into this PMP.

#### **4.1.5 Constraints**

IOC for the first phase will occur during FY 2001, IOC for the second phase will occur during FY 2002 and FOC for the entire project will occur during FY 2003.

### **4.2 PARTICIPATING ORGANIZATIONS AND THEIR ROLES**

- (1) Materiel Readiness Team: ILCC is the Project Manager (PM) for the ILC CSF project.
- (2) The ILC CSF WIPT is responsible to develop a WIPT Charter, POA&M, and identify issues for the realignment and assumption of selected supply-chain functions within the Operating Forces.
- (3) CSF WIPT. (Guidelines for membership of WIPTS is covered in the ILC Business Plan)
  - (a) Project Manger: Major Scott J. Koster, USMC
  - (b) Assistant Project Manager: TBD
  - (c) Logistics Engineer: Mr. Roy E. Truba, Jr.

- (d) Supply-Chain representatives (3002/3010/3043(I, II, III, and IV MEF, HI, MCAGCC, 29 Palms, SE, and BIC)): TBD
- (e) FMF Maintenance Subject Matter Experts (SME): TBD
- (f) MARCORMATCOM: TBD
- (g) HQMC (LP) Supply-Chain Policy: TBD
- (h) MARCORMATCOM Legacy Software SME: Mr. Michael Cochran
- (i) MARCORSYSCOM PMIS: TBD
- (j) Marine Corps Service Support Schools: TBD
- (k) MCCDC (Total Force Structure): TBD

The ILCC and its CSF WIPT will retain overall responsibility for the consolidation and migration of selected supply-chain functions within the Operating Forces to the intermediate/retail supply level.

### 4.3 LOGISTICS ACTIVITIES

The POA&M contained in Appendix C identifies the major activities and responsibilities of this project, will be later developed into Microsoft Project (MS) 98.

### 4.4 KEY DATES

Initial Concept Brief/POA&M/Issues	November 2000
Initial WIPT	November 2000
Concept Brief/Final POA&M to CSSE Advocacy BD	November 2000
Initial Operating Capability (SMU/DSSC consolidation)	FY 2001
Initial Operating capability (SMU/UU consolidation)	FY 2002
Final Operating Capability	FY 2003
Input Concept into CBRP	FY 2005

### 4.5 RISK/PLAN ASSESSMENT

#### 4.5.1 Risk Abatement

Consolidation of selected supply functions at the intermediate/retail supply-level activities within the Operating Forces without initially applying emerging enabling technology or leveraging cutting edge better business practices (i.e. Quadrant Model, SCOR Modeling, etc.) presents a potential for technical, cost, and schedule risk.

The risks for consolidating selected supply-chain functions at the intermediate/retail level in principal are low since the ILC Business Case Study demonstrates that conducting this consolidation minimizes the inefficiencies and lack of discipline in the current Marine Corps supply chain management process.



#### **4.5.2 Technical Risk**

The CSF project will impact all Commands in the Operating Forces and the SE. The technical risk is low that consolidation of selected supply functions will not meet the requirements at FOC.

#### **4.5.3 Cost Risk**

Cost risk is medium. Once the Operational Architecture (OA) and Quadrant model work are available for enterprise use, the CSF PM will have a better understanding of the cost to achieve the case study forecasts.

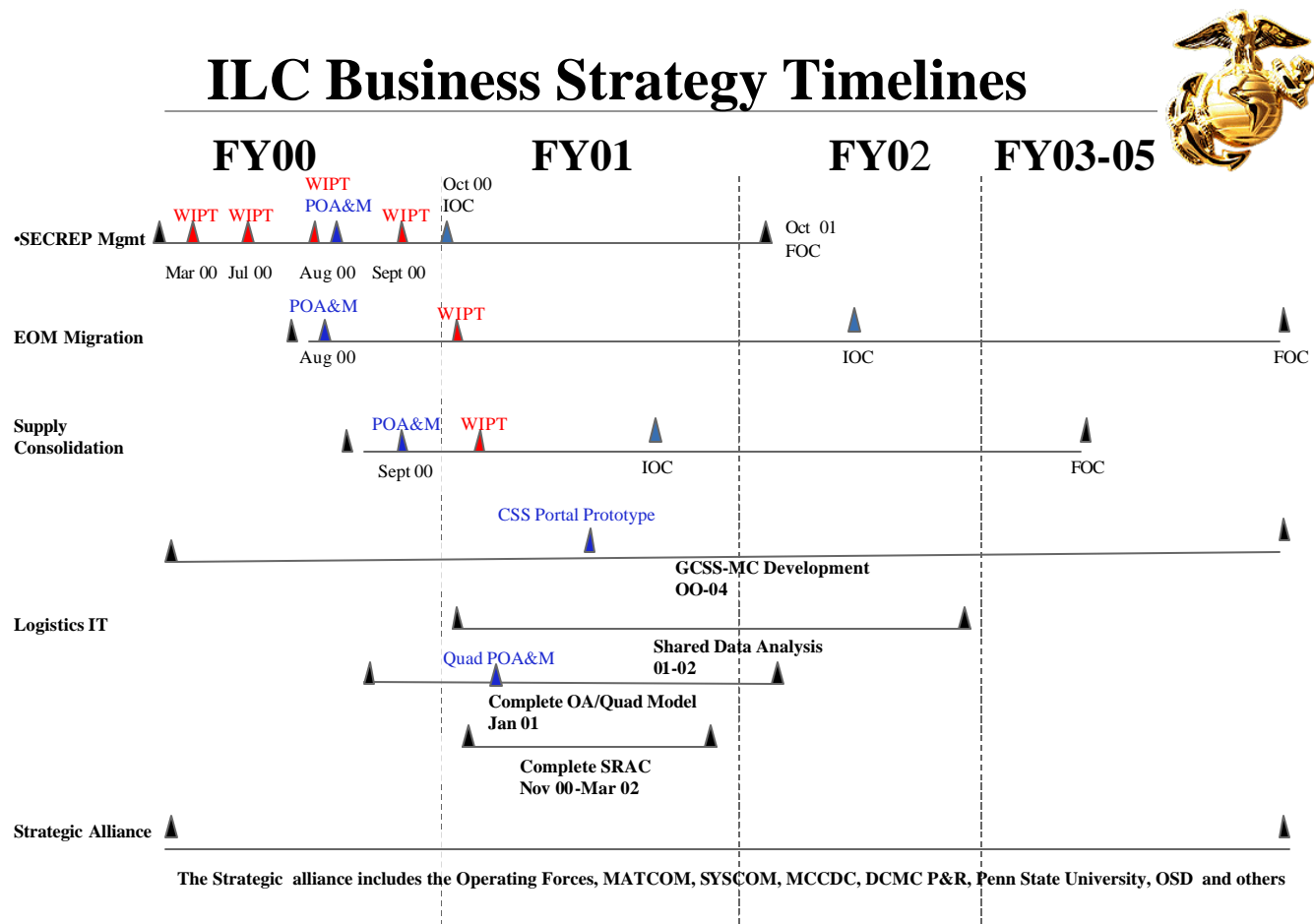
#### **4.5.4 Schedule Risk**

Initially, the schedule risk is low because it is believed that the requirements of IOC can be achieved with little or no changes to existing processes, software, or resources. However, there is some risk to meet the requirements of FOC. Those risks will be determined during the scheduled upcoming project WIPT's. Some tough decisions relative to the utilization of resources and leveraging the work from the architecture development will need to be addressed. Realizing the forecasts of the case study may not be as achievable at that time

### **4.6 GENERAL TASKS/BUDGET PLAN**

Appendix D contains the proposed budget data plan through FOC.

## APPENDIX A. ILC Business Strategy Timelines



## **APPENDIX B. CONSOLIDATION OF SUPPLY FUNCTIONS (CSF) WIPT CHARTER**

**Purpose.** This charter establishes the Consolidation of Supply Functions (CSF) Working Integrated Process Team (WIPT) within the Integrated Logistics Capability Center (ILCC). This charter defines its authority, mission, and functions.

**Background.** The Integrated Logistics Capability (ILC) Business Case Study documents the business imperative to consolidate selected supply functions at the Retail (intermediate) Level. The purpose of consolidating supply functions is to relieve operating units of excessive supply requirements and allow them to focus on their core competency of war fighting. This concept provides operating forces a single point of contact for supply support. Consolidation of supply functions eliminates redundancy and overlapping functionality, unites skill sets, and transfers supply functions to the intermediate level.

**Mission.** The mission of the CSF Team is to create a implementation plan to consolidate selected supply functions at the retail level across the Marine Corps. This consolidation includes providing one central supply activity for intermediate support and reducing the supply burden on the using unit by moving selected functions to the retail level. Full Operational Capability (FOC) for these two efforts will be attained by 2005. Specific tasks include but are not limited to:

- Analyses of existing supply chain (industry best practices) to assist in determining how proposed changes may positively impact Marine Corps supply-chain management efforts both in garrison and forward deployed,
- Review and provide to the Deputy Commandant for Installations and Logistics recommended policy changes for Marine Corps Supply-Chain management procedures,
- Create an implementation Plan of Action and Milestones (POA&M),
- Further define Capabilities & Competencies required to support new structure changes at both the using unit and at the intermediate supply activities with the operating forces and supporting establishment.
- Develop Universal Needs Statement for the Concept Based Requirements Process.
- Identify performance measurements to monitor and improve supply-chain performance.
- Update business case financial assumptions and develop financial tracking methodology (measurements necessary to improve the performance of the supply chain).

**Membership.** The ILC CSF WIPT is an action officer level group. The membership includes Subject Matter Expert (SME) participation from across the Marine Corps. The chair for this WIPT will be DC I&L (ILCC).

**Coordination.** The ILC CSF WIPT will meet as directed and report to the ILC IPT Chair. The team will promulgate meeting agendas in advance of their meetings and record minutes of any formal meeting (IPR's) for historical purposes and provide tracking systems for task assignments resulting from these meetings. The CSF WIPT will ensure other DoD supply chain related initiatives are also considered for possible utilization in the consolidating of supply functions within the Marine Corps. Post meeting updates and progress reviews will be submitted via message traffic. Electronic communication means will be utilized to the greatest degree possible.

## APPENDIX C. INITIAL PLAN OF ACTION AND MILESTONES (POA&M)

**Table C-1: Consolidation of Intermediate (Retail) level Supply Functions**

Lead Organization	Participants	RESPONSIBILITIES: Consolidation of Supply Functions at the Operating Forces Intermediate Level	Draft Due	Date/Time Frame	Document Completion Date	Document Approval Date	Remarks
ILC	ILC – R	Establish points of contact with MARFORs, MATCOM, and HQMC personnel for participation by 1 Oct 2000	15 Sept 2000	Sept 2000			
	ILC – R	Send warning order message regarding establishment of ILC supply WIPT		18 Sept 2000			
	ILC – R	Publish WIPT charter		18 Sept 2000			
	ILC – R	From POC list establish WIPT and schedule for meetings		1 Nov 2000			
	ILC – R, A CNA - P LX – I	Determine data requirements and begin gathering of data with LX/CNA.		25 Sept 2000			
	ILC – R MARFORs – I/P	Determine local commercial distribution facility, which meets “best in class” for supply-chain management for site visit by WIPT.		15 Sept 2000			
	ILC – I/P MARFORs – I/P	Hold WIPT one		23-27 Oct 2000			
	ILC – R MARFORs – I/P	Determine possible incremental dividends		23-27 Oct 00			
	ILC – R/I/P	WIPT two		Jan 2001			

Lead Organization	Participants	RESPONSIBILITIES: Consolidation of Supply Functions at the Operating Forces Intermediate Level	Draft Due	Date/Time Frame	Document Completion Date	Document Approval Date	Remarks
	MARFORs – I/P LX – P						
	ILC – I/P MARFORs – I/P	WIPT three		March 2001			
	ILC – I/P MARFORs – I/P	Determine organization for IOC???		March 2001			
	ILC – I/P MARFORs – I/P	WIPT four		June 2001			
	ILC – I MARFORs – R	Provide participants for WIPTs		Sept 2000			
		Conduct IOC (single MEF)		Oct 2001			
		FOC					
	ILC – I/P MARFORs – I/P	Write COAs for implementation		Feb 2001			
	ILC – I LX – R	Conduct studies		Oct 2000 – July 2001			

**Table C-2: Migration of Selected Fleet Marine Force Using Unit Level Supply Functions**

Lead Organization	Participants	Responsibilities: Migration of selected supply functions from u/u to intermediate level	Draft Due	Date/Time Frame	Document Completion Date	Document Approval Date	Remarks
ILC	ILC – R	Establish points of contact with operating Forces MARFORRES and HQMC personnel to for participation by 1 Oct 2000					
	ILC - R	Send warning order message regarding establishment of ILC WIPT					
	ILC – R	From POC list establish IPT and schedule for WIPT meetings					
	ILC – R, A CNA - P LX – I	Determine data requirements and begin gathering of data with LX/CNA.					
	ILC – I/P MARFORs – I/P	Host WIPT one  Establish direction  Outline business case					
	ILC – I/P MARFORs – I/P	Host WIPT two  As is modeling  Finalize business case					
	ILC – I/P	Host WIPT three					

Lead Organization	Participants	Responsibilities: Migration of selected supply functions from u/u to intermediate level	Draft Due	Date/Time Frame	Document Completion Date	Document Approval Date	Remarks
	MARFORs – I/P	To be modeling – determine organizations COA dev/analysis					
	ILC – I/P MARFORs – I/P	Host WIPT four					
<b>MARFORs</b>	MARFOR – R ILC – I, P LX – I	IOC first MEF					
	MARFORs – R ILC – I, P LX – I	IOC second MEF					
	MARFORs – R ILC – I, P LX – I	IOC third MEF					
	MARFORs – R	FOC					
<b>LX</b>	LX – R ILC – I						

## **APPENDIX D. CONSOLIDATED SUPPLY FUNCTION (CSF) PROJECT BUDGET PLAN**

Note: Budget data is available upon request from the project manager.



## **APPENDIX E. REQUIREMENTS DETERMINATION PROCESS**

**Note:** The completed Universal Needs Statement (UNS) is the most important information component in the Concept Based Requirements Process (CBRP). As the primary means of entry into the CBRP, the UNS acts as a work request for current and future capabilities. The UNS identifies operational enhancement opportunities and deficiencies in capabilities. Opportunities include new capabilities, improvements to existing capabilities and elimination of redundant or unneeded capabilities. Currently the UNS process within the CBRP is under revision by MCCDC as discussed in reference (I). Upon completion of the Beta Test period, the UNS and its associated developmental process will be briefed to the ACMC via the Marine Requirements Oversight Council (MROC) for final approval. Once approved the UNS and its developmental path will become part of this project plan. The developmental path provided in this appendix is a draft.

R 151600Z NOV 00 ZYW

FM CMC WASHINGTON DC//MCCDC//

TO MARADMIN

BT

UNCLAS //N03900//

MARADMIN 557/00

MSGID/GENADMIN/CG MCCDC/WDID//

SUBJ/IMPLEMENTATION OF THE UNIVERSAL NEED STATEMENT (UNS) AS A

REPLACEMENT FOR THE FLEET OPERATIONAL NEED STATEMENT (FONS)//

REF/A/DOC/MCCDC/18SEP00//

REF/B/DOC/CMC/10MAY93//

NARR/REF A IS THE UNIVERSAL NEED STATEMENT (UNS), MCCDC FORM 1001

(REV 1-00). REF B IS MCO P3900.15, COMBAT DEVELOPMENT PROCESS.//

RMKS/

1. GENERAL. IN ACCORDANCE WITH REF A, CG MCCDC HAS AUTHORIZED MARINE CORPS WIDE IMPLEMENTATION OF THE UNIVERSAL NEED STATEMENT (UNS) TO REPLACE THE FLEET OPERATIONAL NEED STATEMENT (FONS) WHICH IS CURRENTLY UTILIZED PER REF B. THE UNS WILL BE UNDERGOING A "BETA TEST" OVER THE NEXT FEW MONTHS. IT IS ANTICIPATED THAT THE UNS WILL ULTIMATELY BECOME THE PRINCIPAL MEANS OF ENTRY FOR ALL "NEEDS, WANTS AND BRIGHT IDEAS" INTO THE COMBAT DEVELOPMENT PROCESS (CDP). UPON COMPLETION OF THE BETA TEST PERIOD, THE UNS AND ITS ASSOCIATED DEVELOPMENTAL PROCESS WILL BE BRIEFED TO THE ACMC VIA THE MARINE REQUIREMENTS OVERSIGHT COUNCIL (MROC) FOR FINAL APPROVAL.

2. UNS CONCEPT. THE UNS IS DESIGNED TO ACT AS A "WORK REQUEST" FOR CURRENT AND FUTURE DESIRED CAPABILITIES. THE PRIMARY DIFFERENCE BETWEEN THE UNS AND THE CURRENT FONS IS THAT ANY MARINE CORPS ORGANIZATION MAY ENTER AN IDEA OR NEED INTO THE CDP. THE UNS IDENTIFIES OPERATIONAL ENHANCEMENTS, OPPORTUNITIES, AND DEFICIENCIES IN TERMS OF A STATED CAPABILITY SET. OPPORTUNITIES MAY INCLUDE NEW CAPABILITIES, IMPROVEMENTS TO EXISTING CAPABILITIES, AND ELIMINATION OF REDUNDANT OR UNNEEDED CAPABILITIES. THE TERM "UNIVERSAL" HIGHLIGHTS ITS COMMON USE BY ANY MARINE CORPS ORGANIZATION TO CAPTURE BOTH CURRENT NEEDS AND FUTURE NEEDS.

3. BACKGROUND. THE FONS AND THE MARINE CORPS LESSONS LEARNED SYSTEM (MCLLS) HAVE SERVED AS THE PRINCIPAL METHODOLOGIES FOR INTERJECTION OF NEEDS INTO THE CDP. IN THE PAST, CG MCCDC HAS SERVED AS THE FINAL APPROVING AUTHORITY FOR ALL FONS AND MARINE CORPS LESSONS LEARNED. DURING THE PAST SIX MONTHS, HQMC AND MCCDC HAVE ANALYZED THE COMBAT DEVELOPMENT PROCESS IN LIGHT OF THE COMMANDANT'S DESIRE TO UTILIZE HIS ADVOCATES (DC FOR AVIATION, PP&O, I&L AND CD) AS THE ULTIMATE APPROVING AUTHORITIES IN THE REQUIREMENTS DEVELOPMENT PROCESS. THIS ANALYSIS HAS LED TO THE IMPLEMENTATION OF THE UNS AND ITS ASSOCIATED DEVELOPMENT PATH WHICH NOW INSERTS THE ADVOCATES INTO ALL ASPECTS OF THE APPROVAL PROCESS.

4. ACTION. ALL MARINE CORPS COMMANDS AND AGENCIES IN THE OPERATING FORCES AND SUPPORTING ESTABLISHMENT DESIRING TO ENTER A NEED OR WANT INTO THE CDP WILL UTILIZE THE NEW UNS FORMAT. FONS SUBMITTED PRIOR TO THE PUBLICATION DATE OF THIS MARADMIN ARE UNAFFECTED AND WILL BE HANDLED PER THE PROCEDURES ESTABLISHED IN REF B.

5. PROCEDURES. ORIGINATORS ARE REQUIRED TO FILL IN PART 1A OF THE UNS IN ITS ENTIRETY. CRITICAL INFORMATION SETS REQUIRED FOR PROPER ASSESSMENT AND PROCESSING ARE: A DESCRIPTION OF THE NEED, WHETHER OR NOT IT IS A SAFETY ISSUE, HOW THE NEED WAS IDENTIFIED, WHEN IT IS NEEDED (URGENCY ETC.), AND THE TYPE OF NEED (IMPROVEMENT, NEW CAPABILITY ETC.). EACH UNS REQUIRES GENERAL OFFICER LEVEL APPROVAL PRIOR TO FORWARDING TO MCCDC. SUBMIT UNS TO CG MCCDC (C394) VIA THE

SAME CHAIN OF COMMAND CURRENTLY USED FOR THE FONS. THE MARFORS ARE THE FINAL ENDORSING AUTHORITY ON UNS' RECEIVED FROM THE OPERATING FORCES. THE SUPPORTING ESTABLISHMENT AND SUPPORTING AGENCIES WILL UTILIZE THE CHAIN OF COMMAND WHICH ALLOWS THE MOST SENIOR GENERAL OFFICER TO ENDORSE THE UNS.

6. ADMIN. THE UNS FORMAT (IN MICROSOFT WORD 97), DESCRIPTION OF THE UNS DEVELOPMENT PATH, AND POWER POINT BRIEF MAY BE FOUND AND DOWNLOADED FROM THE FOLLOWING WEBSITE:

[HTTP://WWW.CONCEPTS.QUANTICO.USMC.MIL/PRODUCTS.HTM](http://www.concepts.quantico.usmc.mil/products.htm). ADDITIONALLY, UNS FORMS MAY BE OBTAINED VIA E-MAIL BY CONTACTING MAJ. L. K. WEBER OR CAPT S. J. NELLER AT DSN 278-6088/6472, COML (703) 784-6088/6472.

CG MCCDC (ASSESSMENTS BRANCH) WILL MAINTAIN VERSION CONTROL FOR THE UNS FORMAT AND ITS DEVELOPMENT PATH. MCCDC POC FOR UNS FORMAT OR PROCESS CHANGES DURING THE BETA TEST PERIOD IS LTCOL D.L. KRATZER DSN 278-6087, COMM (703) 784-6087.//

BT